

☞ **09hr_JC-IPT_Misc_pt04**



Details: Public hearing on 3/27/2008 on state information technology projects

(FORM UPDATED: 08/11/2010)

WISCONSIN STATE LEGISLATURE ... PUBLIC HEARING - COMMITTEE RECORDS

2009-10

(session year)

Joint

(Assembly, Senate or Joint)

Committee on ... Information Policy and Technology (JC-IPT)

COMMITTEE NOTICES ...

- Committee Reports ... **CR**
- Executive Sessions ... **ES**
- Public Hearings ... **PH**

INFORMATION COLLECTED BY COMMITTEE FOR AND AGAINST PROPOSAL

- Appointments ... **Appt** (w/Record of Comm. Proceedings)
- Clearinghouse Rules ... **CRule** (w/Record of Comm. Proceedings)
- Hearing Records ... bills and resolutions (w/Record of Comm. Proceedings)
 - (**ab** = Assembly Bill) (**ar** = Assembly Resolution) (**ajr** = Assembly Joint Resolution)
 - (**sb** = Senate Bill) (**sr** = Senate Resolution) (**sjr** = Senate Joint Resolution)
- Miscellaneous ... **Misc**

* Contents organized for archiving by: Gigi Godwin (LRB) (November/2011)



State of Wisconsin's Enhanced IT Management

Oskar Anderson
State Chief Information Officer

Joint Committee on Information Policy and Technology
March 27, 2008

Quick History

- **Legislative Audit Bureau review – April 2007**
 - Cancelled projects
 - Budget and schedule overruns
 - Inconsistent documentation
 - Inconsistent project approaches
- **Report to Joint Legislative Audit Committee – October 1, 2007**
(<http://www.doa.state.wi.us/docview.asp?docid=6470&locid=155>)
- **Speaker's Task Force on Information Technology Project Failures**

Goals from October 1 Report to JLAC

- **Improved IT planning**
- **Improved IT standards**
- **Improved project monitoring**
- **Collaborative organizational structures for IT management**

March 27, 2008

Joint Committee on Information Policy and Technology

3

Collaboration Essential to Our New Approach

- **Shared governance model**
 - ITMB, JCIPT, DOA, other agencies
- **Role of IT Directors Council (ITDC)**
 - Planning, standards, monitoring

March 27, 2008

Joint Committee on Information Policy and Technology

4

Collaboration Essential to Our New Approach, cont.

- **Standards and processes designed to:**
 - **Share planning, standards preparation, and monitoring to reduce costs**
 - **Share knowledge and time to help ensure project success**
 - **Share project information to promote best practices**
 - **Share software/infrastructure/knowledge to improve efficiency**

March 27, 2008

Joint Committee on Information Policy and Technology

5

Basic Approach

- **Plan, execute, monitor and report in a common manner**
- **Apply a simple, consistent framework of roles and milestones illustrating smaller project components**

March 27, 2008

Joint Committee on Information Policy and Technology

6

IT Planning

- **Agencies using standard template to submit IT plans to DOA**
- **Agencies providing specific information for DOA to construct project plans and schedules**
 - **Server consolidation**
 - **Integrated Business Information System (IBIS)**

March 27, 2008

Joint Committee on Information Policy and Technology

7

IT Planning, cont.

- **High-profile IT projects identified by agencies and list assembled**
- **Web site in place for agencies to share plans and best practices**
- **ITDC drafting biennial statewide strategic plan – will be published by DOA in September**

March 27, 2008

Joint Committee on Information Policy and Technology

8

Standards for IT Project Planning and Management

- **Policies and procedures for IT management approved by ITDC Executive Committee, being finalized with DOA divisions**
- **Project roles defined and stakeholders identified up front**
- **Standardized procurement vehicles and contracts**

March 27, 2008

Joint Committee on Information Policy and Technology

9

Standards for IT Project Planning and Management, cont.

- **Standard parameters for COTS evaluations**
- **Required documentation stored in agency folder specific to project**
- **Change control process with thorough documentation and required sign-offs**

March 27, 2008

Joint Committee on Information Policy and Technology

10

Project Monitoring

- **Independent validation and verification (IV&V) processes underway**
 - **Dashboard reports for all high-profile IT projects, with agency sign-offs**
 - **State CIO meeting with IT directors and agency managers regarding any yellow or red status indicators**
 - **ITDC-led audits of high-profile IT projects beginning soon**

March 27, 2008

Joint Committee on Information Policy and Technology

11

Project Monitoring, cont.

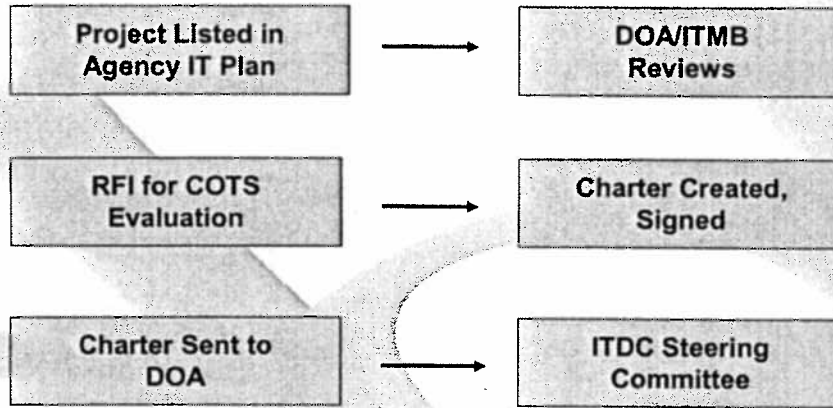
- **DOA reviewing IT procurements and contracts**
- **DOA and ITDC Steering Team will be reviewing charters for all new high-profile IT projects**

March 27, 2008

Joint Committee on Information Policy and Technology

12

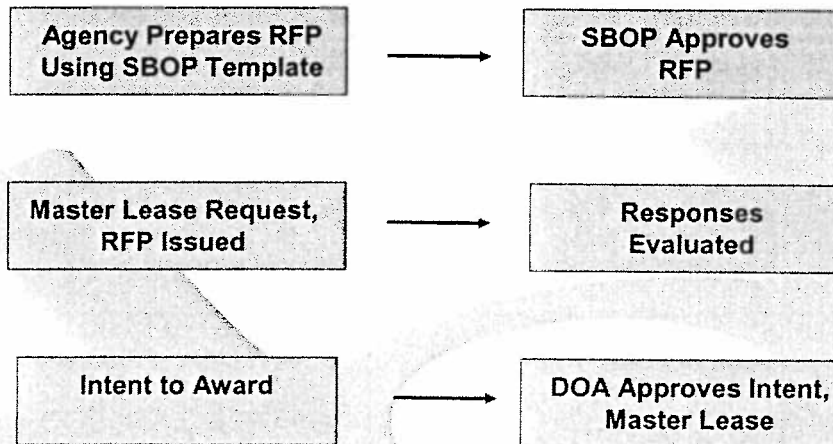
High-Profile IT Project Start to Finish



March 27, 2008

Joint Committee on Information Policy and Technology

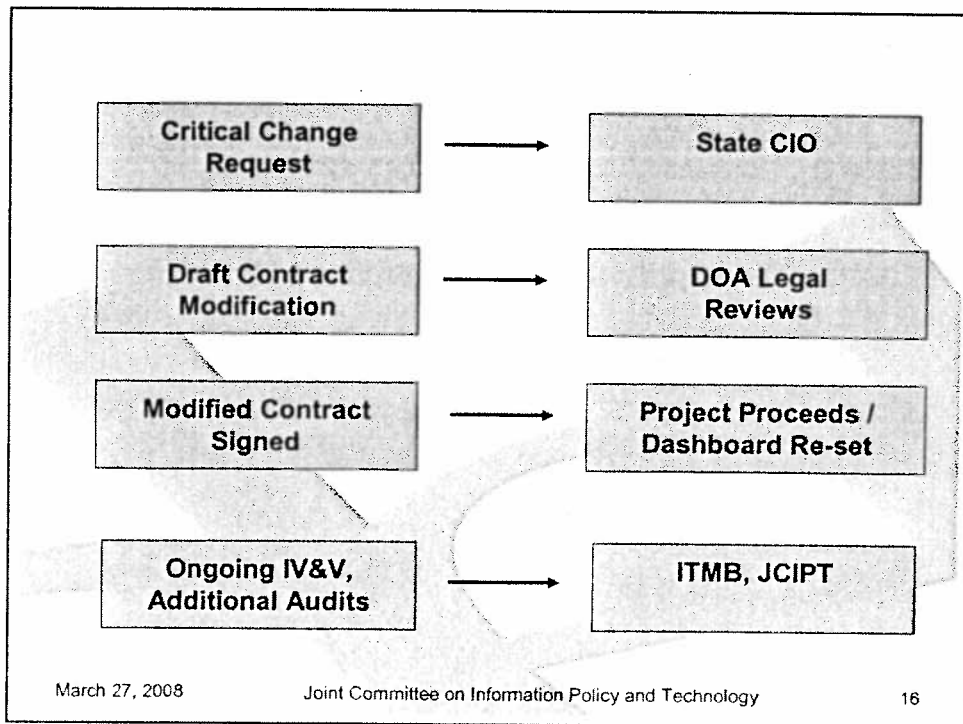
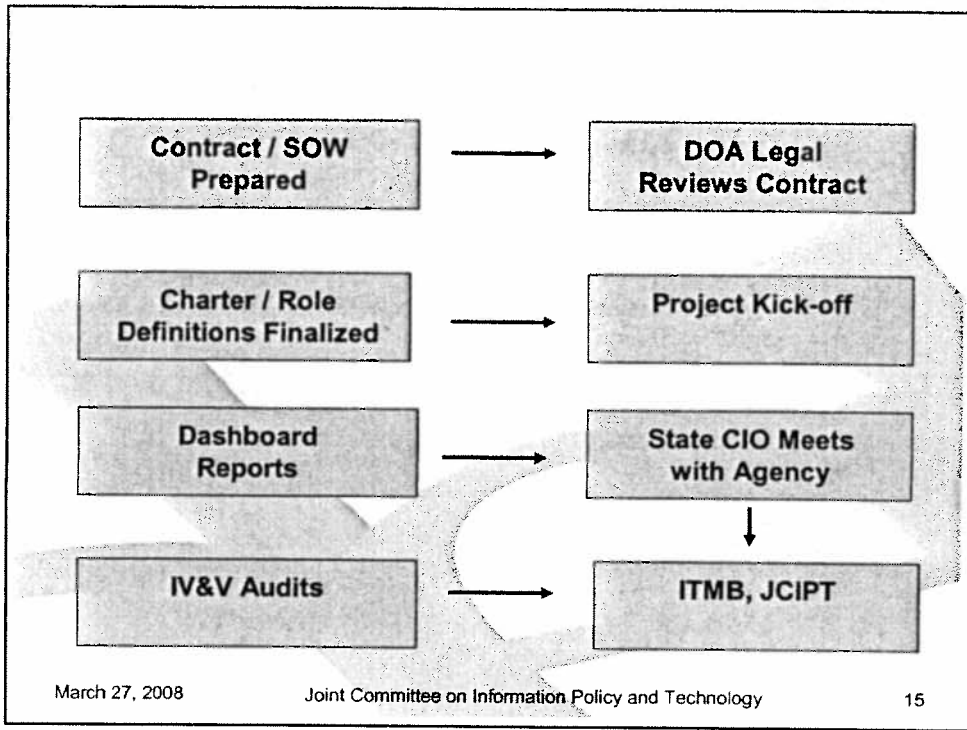
13



March 27, 2008

Joint Committee on Information Policy and Technology

14



Collaborative Organizational Structures for IT Management

- **DOA working with Governor's Office to form IT Management Board**
- **Web site under construction for ITMB and JCIPT**
- **Role of governance groups in planning, standard setting, and project monitoring**

March 27, 2008

Joint Committee on Information Policy and Technology

17

Attachments for Discussion

- **Current list of high-profile IT projects**
- **Sample dashboard reports**
 - **SUITES (DWD) – February and March 2008**
 - **MMIS (DHFS) – February and March 2008**
- **List of required documentation for high-profile IT projects**

March 27, 2008

Joint Committee on Information Policy and Technology

18

Questions?

Contact information:

**Oskar Anderson
State Chief Information Officer
Division of Enterprise Technology
(608) 264-9502
Oskar.Anderson@wisconsin.gov**

March 27, 2008

Joint Committee on Information Policy and Technology

19

High-Profile IT Projects

March 27, 2008, JCIPT Hearing

Latest Dashboard

Project Name	Agency	Schedule	Scope	Budget	Other
1) Server Consolidation	DOA				
2) Integrated Business Information System (IBIS) -- Phase 1	DOA				
Wisconsin Integrated Corrections System -- Phase 1	DOC				
Benefit Payment System	ETF				
Statewide Voter Registration System (SVRS)	GAB-ED				
3) Campaign Finance Information System	GAB-ED				
Medicaid Management Information System (MMIS)	DHFS				
Wisconsin Electronic Disease Surveillance System	DHFS				
4) Vital Records Online Project -- System Implementation	DHFS				
Injured Patients and Families Compensation Fund (IPFCF) Application	OCI				
eTIME -- Phase II	DOJ				
Air Permit Improvement Initiative	DNR				
Wisconsin Forest Inventory and Reporting System (WisFIRS)	DNR				
Automated License Issuance System (4/1/08 dashboard report)	DNR				
Wisconsin Justice Information Sharing (WIJIS) Gateway	OJA				
Longitudinal Data Systems	DPI				N/A
Integrated Property Assessment System (IPAS) -- Phase 1 -- Manufacturing	DOR				
Server Co-location Project	DOR				

5) WINPAS Rollout 4 – Withholding Tax, Pass-through Withholding Tax, Partnership Returns, Combined Returns	DOR
WINPAS Rollout 5 – Image Management	DOR
6) Veterans Benefits and Application Tracking System (VBATS) Enhancements	DVA
State Unemployment Insurance Tax Enterprise System (SUITES)	DWD
7) IDMS to DB2 Conversion RFP	DWD
UIBNet	DWD
<i>The active projects shown above with numbers preceding are those subject to the full IV&V process.</i>	
Projects Pending or Becoming Active Soon:	
Wisconsin Integrated Corrections System -- Phase 2	DOC
Lump-sum Payment System	ETF
Health Insurance Enrollment, Eligibility and Processing System	ETF
IPAS, Phase 2 – Equalization	DOR
Automated Fingerprint Identification System	DOJ
Projects Currently Suspended:	
QWRS Rewrite – on hold so that resources can be devoted to SUITES implementation – will be restarted and re-estimated in the next 6-8 months	DWD



High-Profile Project Dashboard Report

Department:	Workforce Development	Date of Report:	1/31/2008
Project Name:	SUITES	Project Start Date:	3/1/1998
Project ID/Codes:		Implementation Date:	5/31/2008
Executive Sponsor:	Hal Bergan	Signature:	<i>Hal Bergan</i>
Business Authority:	Andy Reid	Signature:	<i>Andy Reid</i>
IT Authority:	Rose Lynch	Signature:	<i>Rose Lynch</i>
Financial Authority:	Susan Canty	Signature:	<i>Susan Canty</i>
Contract Administrator:	N/A	Signature:	<i>[Signature]</i>

If the above five roles are not all applicable at your agency for this project, please indicate, and get the signatures of, whomever your agency has designated as the appropriate authorities for the project.

Project Description - Enter a brief description of the project:

The SUITES project will replace the existing 25-year old Legacy system and database that support unemployment insurance tax and accounting operations. The new system will improve staff efficiency, enhance service delivery to employers, and streamline future system changes.

Progress Rating - Determine the status for each of the categories below based on the criteria identified on the right and on page 2 of this document.

Insert an X in the column that best describes the status of the category or color/shade the appropriate status box.

If a category has a status of Yellow or Red describe the problem/issue and what actions will be taken to correct the problem/issue.

STATUS COLOR INDICATORS	
Green	On target as planned (WIP = work-in-progress)
Yellow	Encountering issues (budget or schedule over by 2.5% to 10%)
Red	Problems (Budget or Schedule over by >10%) or major risks

Project Status Categories

	Green	Yellow	Red
Schedule Status On schedule. No change since last reporting period. Release 2 deployment: March 2008 Release 3 deployment: May 2008	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Scope Status Change requests have been tightly controlled. No changes were approved in December 2007.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Budget Status Current budget: \$47.20 million. No change since last reporting period. Actual expenditures through December 2007: \$47.19 million Budget estimate at completion: \$48.3 million. No change since last reporting period. The estimated additional \$1.1 million is comprised mainly of IT costs (\$750,000) and UI staff costs (\$350,000).	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Other Issues (Staffing, Risks, etc.) No staffing issues. Risks: o Identification of new change requests that impact the deployment date. Mitigate risk by carefully	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Project Status Categories

Yellow

assessing each change in daily change request review meetings and approving only critical changes. Since we are implementing a code freeze on February 15, we expanded the change control board to include upper management from the division and the department CIO to tightly control any changes.

- o Inability to finalize a clean data conversion. Mitigate risk by conducting test conversions prior to mock conversions, enhancing validation of test conversions, running additional mock conversions, and limiting conversion changes prior to conversion.

This document can be made available to individuals with disabilities upon request.



High-Profile Project Dashboard Report

Department:	Workforce Development	Date of Report:	3/3/2008
Project Name:	SUITES	Project Start Date:	3/1/1998
Project ID/Codes:		Implementation Date:	5/31/2008
Executive Sponsor:	Hal Bergan	Signature:	<i>Hal Bergan</i>
Business Authority:	Andy Reid	Signature:	<i>Andy Reid</i>
IT Authority:	Rose Lynch	Signature:	<i>Rose Lynch</i>
Financial Authority:	Susan Canty	Signature:	<i>Susan Canty</i>
Contract Administrator:	N/A	Signature:	

If the above five roles are not all applicable at your agency for this project, please indicate, and get the signatures of, whomever your agency has designated as the appropriate authorities for the project.

Project Description - Enter a brief description of the project:

The SUITES project will replace the existing 25-year old Legacy system and database that support unemployment insurance tax and accounting operations. The new system will improve staff efficiency, enhance service delivery to employers, and streamline future system changes.

Progress Rating - Determine the status for each of the categories below based on the criteria identified on the right and on page 2 of this document.

Insert an X in the column that best describes the status of the category or color/shade the appropriate status box.

If a category has a status of Yellow or Red describe the problem/issue and what actions will be taken to correct the problem/issue.

STATUS COLOR INDICATORS	
Green	On target as planned (WIP = work-in-progress)
Yellow	Encountering issues (budget or schedule over by 2.5% to 10%)
Red	Problems (Budget or Schedule over by > 10% or major risks)

Project Status Categories

	Green	Yellow	Red
Schedule Status Release 2 deployment: Successfully deployed Release 2, the largest and most complex module of the SUITES system, by the target date. Target date: March 2, 2008 Actual date: March 2, 2008 Release 3 deployment: Target date: May 31, 2008	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Scope Status Change requests have been tightly controlled. 61 hours were approved in January and February 2008.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Budget Status Current budget: \$48.3 million. The budget was re-baselined in January 2008. Actual expenditures through February 2008: \$47.6 million Budget estimate at completion: \$48.3 million. No change since last reporting period.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other Issues (Staffing, Risks, etc.) No staffing issues. Risks: Work to fix problems identified after R2 deployment may impact the completion of R3 work.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



High-Profile Project Dashboard Report

Department:	DHFS	Date of Report:	2/4/2008
Project Name:	MMIS	Project Start Date:	1/1/2005
Project ID/Codes:		Implementation Date:	10/31/2008
Executive Sponsor:	Secretary Kevin Hayden	Signature:	
Business Authority:	Ken Dybevik	Signature:	
IT Authority:	Herb Thompson	Signature:	
Financial Authority:	James Jones	Signature:	
Contract Administrator:	Jason Helgerson	Signature:	

If the above five roles are not all applicable at your agency for this project, please indicate, and get the signatures of, whomever your agency has designated as the appropriate authorities for the project.

Project Description - Enter a brief description of the project:

State Medicaid programs are required by federal law to use a Medicaid Management Information System (MMIS) to administer and operate State Medicaid programs. An MMIS is an integrated group of procedures and computer processing operations or subsystems developed to meet principal objectives of automated claims processing and information retrieval to support administration of the Wisconsin Medicaid program.

Progress Rating - Determine the status for each of the categories below based on the criteria identified on the right and on page 2 of this document.

Insert an X in the column that best describes the status of the category or color/shade the appropriate status box.

If a category has a status of Yellow or Red describe the problem/issue and what actions will be taken to correct the problem/issue.

STATUS COLOR INDICATORS	
Green	On target as planned (WIP = work-in-progress)
Yellow	Encountering issues (budget or schedule over by 2.5% to 10%)
Red	Problems (Budget or Schedule over by >10%) or major risks

Project Status Categories

	Green	Yellow	Red
Schedule Status In January, the State and the State's Quality Assurance Vendor, (Deloitte) completed their review of system test result deliverable submitted by EDS. Completion of this review signifies the end to the System Testing Phase for the base functionality of the system. The State and the State User acceptance testing is in progress. The State and Deloitte are reviewing the revised design deliverable for the system after EDS completed development in December. Completion of this review is expected by mid February and will signify the end to the Development Phase for the base functionality of the system. A new work plan is being developed to reflect the changes agreed upon during December 2007 including the new implementation date of October 2008.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Scope Status The team continues to actively review potential scope changes with Executive Management. No material changes in project scope were made since th last monthly dashboard report.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Budget Status In December, the State submitted an Annual Planning Document Update (APDU) to CMS in the amount of \$21.3 million to cover scope increases that have come about as a result of changes to Federal	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Project Status Categories		Yellow	
and State mandates/policies and additional functionality. CMS is currently reviewing the APDU. A decision by CMS is expected early February. Federal funding for this project is at 90%.			
Other Issues (Staffing, Risks, etc.)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

This document can be made available to individuals with disabilities upon request.



High-Profile Project Dashboard Report

Department:	DHFS	Date of Report:	3/3/2008
Project Name:	MMIS	Project Start Date:	1/1/2005
Project ID/Codes:		Implementation Date:	10/31/2008
Executive Sponsor:	Secretary Kevin Hayden	Signature:	
Business Authority:	Ken Dybevik	Signature:	
IT Authority:	Herb Thompson	Signature:	
Financial Authority:	James Jones	Signature:	
Contract Administrator:	Jason Helgerson	Signature:	

If the above five roles are not all applicable at your agency for this project, please indicate, and get the signatures of, whomever your agency has designated as the appropriate authorities for the project.

Project Description - Enter a brief description of the project:

State Medicaid programs are required by federal law to use a Medicaid Management Information System (MMIS) to administer and operate State Medicaid programs. An MMIS is an integrated group of procedures and computer processing operations or subsystems developed to meet principal objectives of automated claims processing and information retrieval to support administration of the Wisconsin Medicaid program and other health care programs and initiatives.

Progress Rating - Determine the status for each of the categories below based on the criteria identified on the right and on page 2 of this document.

Insert an X in the column that best describes the status of the category or color/shade the appropriate status box.

If a category has a status of Yellow or Red describe the problem/issue and what actions will be taken to correct the problem/issue.

STATUS COLOR INDICATORS	
Green	On target as planned (WIP = work-in-progress)
Yellow	Encountering issues (budget or schedule over by 2.5% to 10%)
Red	Problems (Budget or Schedule over by >10%) or major risks

Project Status Categories

	Green	Yellow	Red
Schedule Status The design and development of the base functionality of the system has been completed. System testing was completed in January. User acceptance testing is in progress.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Scope Status The team continues to actively review potential scope changes with Executive Management. No material changes in project scope were made since the last monthly dashboard report.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Budget Status In December, the State submitted an Annual Planning Document Update (APDU) to CMS in the amount of \$21.3 million to cover scope increases that have come about as a result of changes to Federal and State mandates/policies and additional functionality. CMS approved the APDU in February and full funding at the 90% level was granted for the scope of work, the new project schedule and implementation date for October 2008.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other Issues (Staffing, Risks, etc.)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

The ITDC has determined that the following documentation is required for all high-profile IT projects:

- Project charters, including at least the following specifically labeled sections:
 - ⇒ Project description
 - ⇒ Project goals
 - ⇒ Project governance (proposed roles of the business area, agency IT, DOA/DET and vendors should be identified in the initial charter or business proposal)
 - ⇒ Identification of the project's executive sponsor, business authority, IT authority, financial authority (i.e., whoever will authorize payments to vendors), and contract administrator. All five parties must sign the charter.
 - ⇒ Required resources
 - ⇒ List of stakeholders who need to be actively involved
 - ⇒ Cost-Benefit Analysis/Business Case
 - ⇒ Time-to-completion estimate
 - ⇒ Definition of the change control process
- Business requirements – documentation of the business functions and data in the proposed project area (high-level use cases, process model).
- Context-level diagram – a graphic or text that clearly defines the processes and data that will be included within the scope of the development project and that illustrates other systems and data with which the project will interface.
- Analysis documentation – illustrates comprehensive analysis of the in-scope business requirements and establishes what will be developed by the project; could include a data model, analysis object model, detailed use cases, business rules, user interface points, actors, non-functional requirements, and other documentation that provides a concrete definition of the deliverable contract between business areas and the project team.
- Communication plan (if not included in the charter) – details frequency and recipient groups for reports on milestones, progress and problems.
- Procurement documents – RFI/off-the-shelf software evaluation (see “Off-the-Shelf Software Evaluation Standards” above), RFP, RFB (Request for Bids), or standing offers.
- Risk assessment documentation.
- Project components – documentation that breaks the project scope into the smallest subsets of functions that can be implemented or demonstrated.
- Test plans – prepared from business requirements and component analysis.
- Statement(s) of work for all work going on at any point in the project – including a plain-English text description of work, assumptions, scope, responsibilities and current estimates.
- Work plans – a regularly updated work breakdown structure (WBS), schedule and resource plan for work to be completed.
- Documentation of estimates
 - Estimates should be generated at the following points in a project:
 - ⇒ At the time the charter is constructed.
 - ⇒ After business requirements are assembled.
 - ⇒ After the analysis phase or RFP response.

Required Documentation for High-Profile IT Projects

⇒ At the time the statement of work is completed.

⇒ At any times there are changes in the project.

Agencies can use the estimating tool they believe best fits their project management methodology.

- Change documentation.
- Monthly (at a minimum) status reports that include project performance measures.
- Contracts – firm fixed price, time and materials, cost plus, time and materials to a fixed maximum, change orders, contract amendments – if the project is entirely internal to the agency, and thus involves no contracts with vendors, the project folder should still include documentation between the IT and business areas regarding agreements on the work to be done.

#